



Change Management for Business Transformation: Applying the Success Factors

*A Toolkit for Assessing and
Managing Organization
Change*

Introduction

The tools and techniques contained in this toolkit provide a starting point when developing an approach to generating support and commitment as your organization implements new ways of doing business.

Change Management should be executed at two levels, to support strategic and tactical Business Transformation. At the strategic level, the change management challenge impacts the larger organization on a broader scale and intends to build support and commitment to creating a culture that embraces the methods, tools and techniques of Business Transformation. At the tactical level, Change Management activity focuses on the workforce specifically impacted by Business Transformation. An example of this could be a continuous improvement project. Change Management is a method that should be considered at the onset of any effort, either strategic or tactical and needs to be continuously monitored throughout any effort from multiple perspectives. Change Management models and tools presented herein apply on both levels, but will require customization depending on the complexity of the change and the level of the audience you are addressing. For example, senior leadership alignment is more crucial at a strategic level. As stakeholders, senior leaders are much less impacted by a tactical project, than are front-line leaders who are held accountable to manage the implementation of solutions resulting from the project.

Recognizing that Change Management is more art than science, the optimal solution is attained by collaborating with your project team leadership to:

1. Understand how the work will change.
2. Identify who will be impacted, and how.
3. Understand the organizational challenges to gaining necessary stakeholder commitment and develop an approach to meet these needs, according to the eight success factors. (To be discussed later in this toolkit)
4. Execute your change management plan.

Gaining this type of common understanding across the project team is important in order to develop Change Ambassadors as well as to determine early communication messages and ensure consistency in the communications as a whole – “One Voice”.

Most of the tools described herein are assessment focused, intended to direct your change management thinking and data-gathering. However, also included are several activity-tools to guide your efforts in taking action as a result of your assessment.

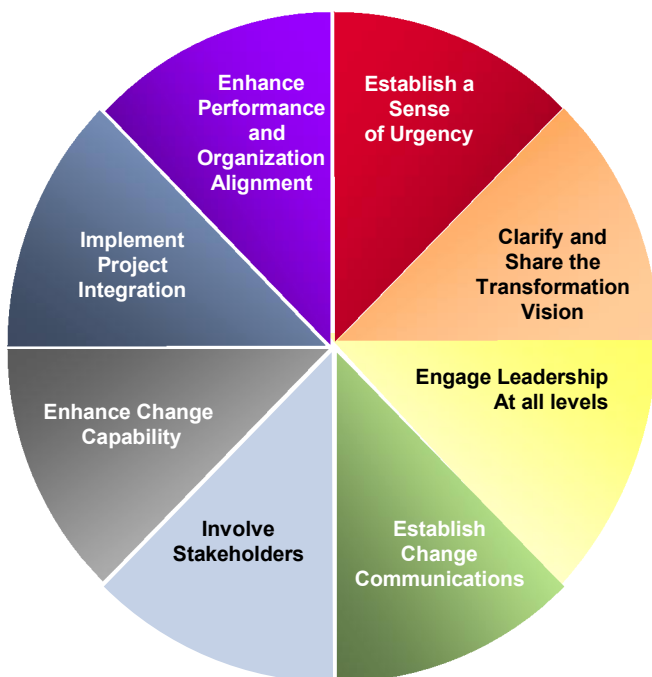
Keep in mind that no tool perfectly fits your project situation. These are intended to be customized and streamlined as needed to fit your organization .

Start with the Change Management Roadmap.

Change Management activity has an appropriate starting point in the DMAIC methodology of Continuous Process Improvement. To understand how change management activities fit together over the span of a project, go directly to page 7 of this toolkit, for a "swim lane chart" of how your plan should come together. Maintain this chart for reference as you review each of the tools in this kit.

Change Management actions can be organized around 8 Success Factors. The eight (Figure 1 Eight Change Management Success Factors) are explained in detail in the Change Management Overview page of the Business Transformation Knowledge Center. This toolkit organizes around these success factors, summarized

below, by providing tools to prepare the organization to:



Establish a Sense of Urgency

- Identify the forces driving the need for change.
- Link them to customers and broader business challenges.
- Highlight that the price of staying the same is higher than the price of change.
- Compel action.

Clarify/Share the Transformation Vision

- Translate the sense of urgency, or business case into a compelling picture that draws people toward the future state.
- Define new people, process, and technology requirements aligned with the strategy.
- Specify new behaviors for the future state.

Engage Leadership at All Levels

- Identify leadership roles and behaviors required for success.
- Establish clear accountability for fulfilling responsibilities.
- Set strategies for existing support and leadership of key people and initiatives.
- Cascade responsibility for leading change down to front-line leadership.

Figure 1 Eight Change Management Success Factors

Establish Change Communication

- Use varied means to communicate throughout the entire organization.
- Hold leaders accountable for communication.
- Encourage two-way communication.

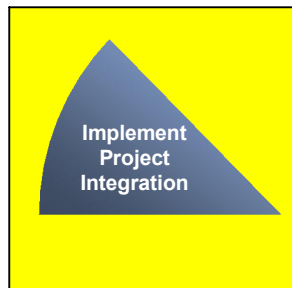
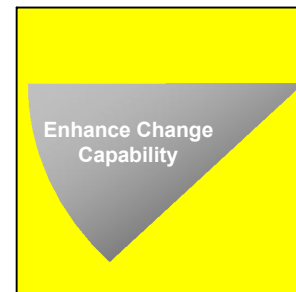


Involve Stakeholders

- Involve stakeholders in problem solving.
- Keep stakeholders informed of status toward organizational objectives.
- Act on feedback from stakeholders.
- Mobilize the right resources at the right time to adopt the implementation initiative.
- Create a critical mass of effort by impacted groups to propel the change.

Enhance Change Capability

- Provide a framework to manage change and create self-sufficiency within the business for leading continuous change.
- Capture and transfer learning from past experience.
- Create increased ability to adapt and thrive on change via learning and professional development.



Implement Project Integration

- Fully integrate technology, process, and people components
- Anticipate external and internal events that may impact the project
- Ensure sufficient flexibility is present in implementation plans

Enhance Performance and Organization Alignment

- Drive the behaviors needed for new process, technology, and people performance
- Create an environment where desired behaviors are modeled, developed, measured, and rewarded
- Reinforce, sustain, and reshape desired performance over time



Program/Project Integration

- *Competing Initiatives Assessment* TK-5
- *Project Integration Effectiveness Assessment* TK-6
- *Tactical Change Management Road Map* TK-7
- *Change Management Dashboard* TK -9

Sense of Urgency

- *Sense of Urgency/Business Case Assessment* TK -12

Transformation Vision

- *Shared Vision Assessment* TK -14

Leadership Accountability at all levels

- *Leadership Alignment/Role Clarity* TK-16
- *Senior Leadership Interview Guide* TK-18

Stakeholder Involvement

- *Stakeholder Analysis Template* TK-20
- *Stakeholder Strategy Planning* TK-28

Change Communication

- *Communication Plan Template* TK-31
- *Example Comm Effectiveness Survey* TK-33

Change Capability

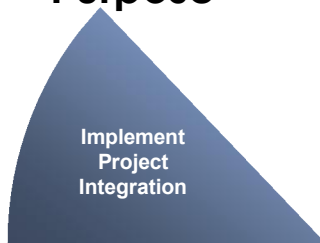
- *Change Capability Assessment* TK-36

Performance and Organization Alignment

- *Organization Performance Levers Assessment* TK-39

Implement Project Integration

Purpose



Change Management Project Integration normally begins early in a project in order to first assess risks due to multiple priorities with conflicting resource requirements, and to design CM work plans. Tools that can support this effort are described below.

When to Use

These tools are ideally used during start-up but can also be used throughout the change effort as needed. It is similar to the stakeholder analysis process, but rather than considering key players impacted by the change, one tool considers key initiatives impacted by the change. The other tool measures the effectiveness of integrated teams.

Guidelines - Competing Initiatives Assessment

The Competing Initiatives Assessment provides a tool for project managers to work through the issues associated with resources that are committed to multiple initiatives. It is also a useful tool for considering overlapping initiatives. The Project Integration Effectiveness assessment goes to a deeper level of analysis of issues.

1. Consider all of the current work underway in the organization related to your initiative.
2. Assess how this work impacts or integrates with your initiative.
3. Consider the impact these initiatives have on your resources. Provide particular consideration and attention to resources deployed on multiple and competing initiatives.

Table 1 Competing Initiatives Assessment

Summary of Competing Initiative	Priority H/M/L	Owner	Group(s) Impacted	Possible Impacts	Key Dates	Recommended Actions	Who Responsible

Guidelines – Project Integration Effectiveness Assessment

Use iteratively throughout the life cycle of an initiative. Use the framework below to engage teams in a discussion about their integration effectiveness.

Table 2 Project Integration Effectiveness Assessment

Role Clarity Area	Possible Questions to Explore
Purpose	<ul style="list-style-type: none"> • Do the teams have a shared sense of purpose and goals? • How do we ensure that teams understand the overarching goals of the project and how they contribute to its success?
Expectations	<ul style="list-style-type: none"> • Do the teams understand the importance of intra-project communication? • Are there the key players on each team clear on their roles and responsibilities? • How do we ensure that individual team members understand their areas of authority and accountability?
Project Management	<ul style="list-style-type: none"> • How do we ensure that teams are not encountering significant overlap in work effort? • Is there a solid master plan in place to manage the different ongoing projects? • How are we identifying and planning to mitigate risk? • Is there an established procedure for documenting and resolving issues in timely manner? • Are decisions frequently revisited due to not having the right people involved initially? • How are we ensuring that teams are receiving the support, information and cooperation they need from other project teams?
Measurement	<ul style="list-style-type: none"> • How do we ensure that teams consistently meet milestones on time or in an accelerated timeframe? • What mechanisms have/can we put in place to ensure that the teams are getting the feedback they need to continually improve? • How can we ensure that delays do not occur due to the unavailability of resources?

Guidelines – Tactical Change Management Road Map

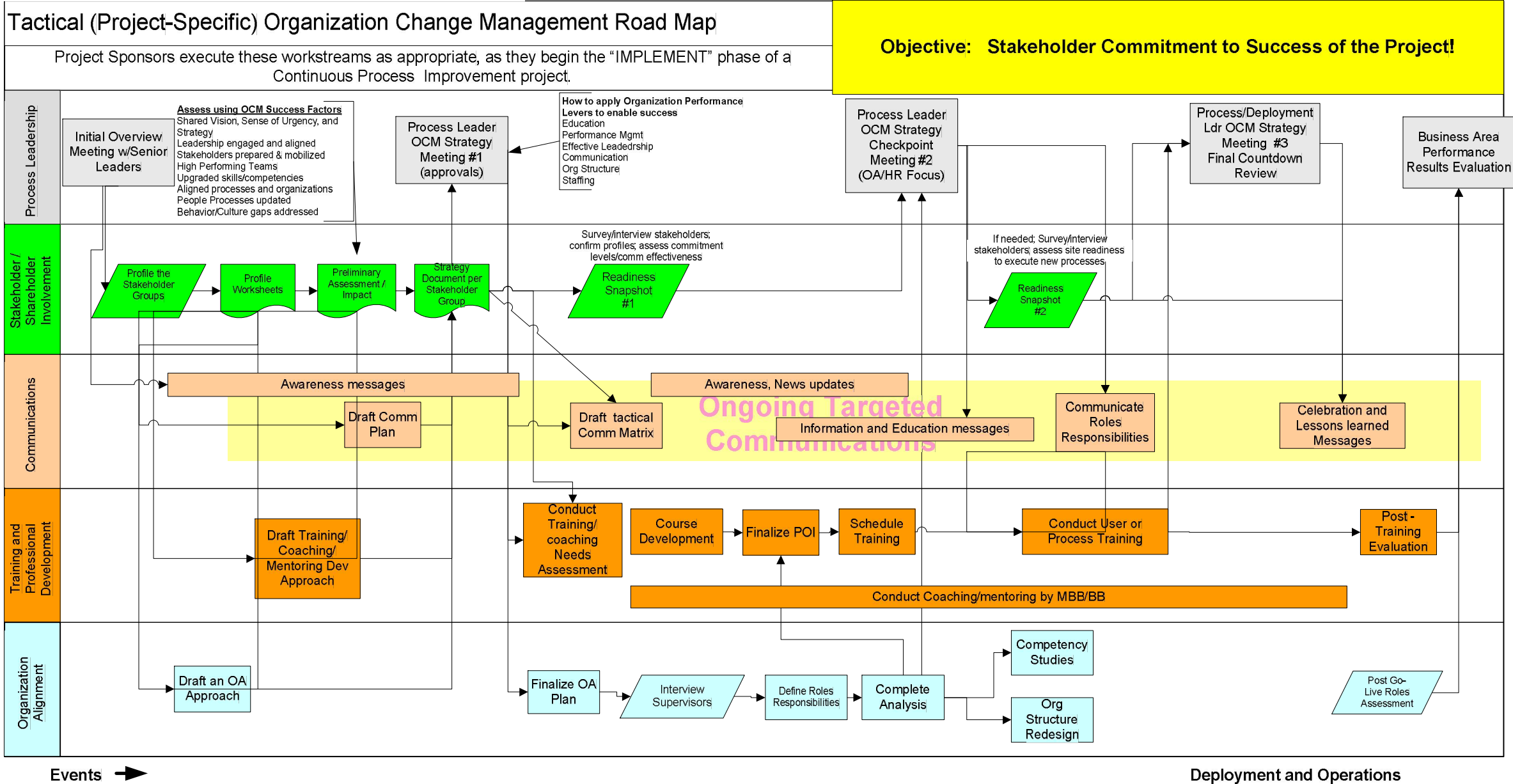


Implement
Project
Integration

The Tactical Change Management Roadmap depicts CM activities that would typically support a complex project. These activities in turn would form the shell for a project work plan.

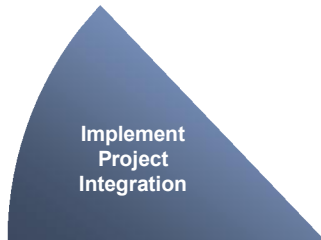
The example road map supports a tactical , but complex project, in which every likely Change Management activity is executed. Your project may be simpler, and many steps depicted here may be omitted if you deem them irrelevant or of no value. Create this roadmap at beginning of the project and refine it into a more detailed Change Management project work plan which defines tasks and resources. Use this roadmap to brief senior leadership on the high-level activities by which Change Management will support the project. Refer to this roadmap throughout the life cycle of an initiative to demonstrate the various change management activities aligned to project milestones.

Table 3 Tactical Change Management Road Map



Change Management Dashboard

Purpose



The Change Management Dashboard is a useful tool for visually displaying status and monitoring Change Management progress by the 8 Change Management Success Factors.

When To Use

The dashboard should ideally be considered at the outset of an initiative and then used as a tool throughout the initiative to monitor the 8 Success Factors.

Guidelines

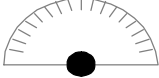
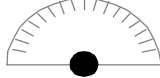


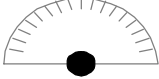
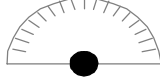


During project kickoff, introduce the 8 Success Factors and the Dashboard to the project sponsor and the project team.

Build consensus with the team on the importance of these Fundamentals and establish a plan for using this tool as a gauge for measuring progress in enabling change. Refer to the Change Management overview on the Business Transformation Knowledge Center Website, for a better understanding of each of these factors.

Change Management Dashboard

See Figure 4 next page

Figure 4 Change Management Dashboard

 <p>Shared Vision</p> <ul style="list-style-type: none"> <input type="checkbox"/> A clear vision has been articulated? <input type="checkbox"/> Change process is aligned to strategic and business objectives? <input type="checkbox"/> Vision understood and shared by all stakeholders? 	 <p>Sense of Urgency</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sense of Urgency for change has been articulated? <input type="checkbox"/> Benefits of change outweigh benefits of the status quo? <input type="checkbox"/> Impact on efficiency, benefits to customer have been assessed? 	 <p>Leadership Accountability</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do leaders at all levels understand their role in enabling change? <input type="checkbox"/> Do leaders appreciate the "human side" of change and transition? <input type="checkbox"/> Are leaders engaging stakeholders? 	 <p>Stakeholder Involvement</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have stakeholders been identified and their commitment to change assessed? <input type="checkbox"/> Have strategies been developed to engage stakeholders?
 <p>Change-Specific Communication</p> <ul style="list-style-type: none"> <input type="checkbox"/> Has a communication strategy been established? <input type="checkbox"/> Has a feedback mechanisms been established? <input type="checkbox"/> Are key messages impacting individuals reinforced through one-on-one communication? 	 <p>Increased Change Capability</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are we leveraging lessons learned? <input type="checkbox"/> Has a learning plan been developed to address project team and desired state competencies? <input type="checkbox"/> Is leadership establishing clear priorities? 	 <p>Performance and Organization Alignment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have the behaviors required for the future state been identified? <input type="checkbox"/> Has the impact of current performance and cultural factors been assessed against the desired state requirements? <input type="checkbox"/> Are short-term successes recognized and celebrated? 	 <p>Program/Project Integration</p> <ul style="list-style-type: none"> <input type="checkbox"/> Has the change planning architecture required to enable change been established? <input type="checkbox"/> Have success measures for the change effort been established? <input type="checkbox"/> Are the change planning elements incorporated in the overall work plan?

Sense of Urgency/Powerful Business Case

Purpose



The Sense of Urgency/Business Case for Change Success Factor articulates the need for and economic impact of change, and acts as the theme for most initial communication. This assessment measures stakeholder understanding of, and appreciation for it. If the cost of maintaining the status quo is significantly higher than the cost of implementing something new, then a “burning platform” has been formed. From our Army perspective, the burning platform is not only a cost-in-dollars issue. It may impact soldier lives, or mission success or failure. Identifying those costs to the Army gives you the basis for answering the focal stakeholder questions: “Why are we doing this?” and “Why now?” Using this information will contribute to building the resolve and commitment necessary among the sponsor team to maintain momentum until change objectives are met.

When to Use

The Business Case for Change Assessment can be used when invited to assist in the development of the business case, or once the initiative is underway, to ensure that a burning platform has been established. Data can be gathered via interviews with a range of stakeholders, or by survey. Sponsors/senior leaders should be able to articulate the sense of urgency at the level appropriate to the stakeholders they want to influence. Senior leadership can appreciate the strategic impacts (dollars saved, budgets met). Mid-level management, front line leadership, and the front line workforce need to understand the impact from a tactical perspective (less about dollars saved, and more about workplace improvement, and soldier benefits and mission accomplishment). The assessment will gauge the rest of the organization’s understanding and buy-in.

Guidelines

Configure the following topics/questions into a survey, or an interview. Insure they address the appropriate strategic or tactical perspectives according to the stakeholder groups you’re assessing. Assessment results will drive your communication strategy as well as how leaders engage and influence stakeholders.

Table 5 Assess Sense of Urgency/Business Case

Topic	Implications
Efficiency and Effectiveness	<i>Will this change initiative result in increased efficiency, improved quality, some sort of benefits, cost avoidance or reductions?</i>
Urgency /Cost of Maintaining the Status Quo	<i>How compelling is the cost of doing nothing? How well is it understood by stakeholders and shareholders? Taken together do the factors above outweigh the benefits of maintaining the status quo?</i>
People Impact	<i>How will people be impacted by the change? How will it affect the workplace, employee retention, work conditions. How will it benefit soldiers, and their mission? How well do they understand and “buy in” to the need for change? What are the transition costs of the change?</i>
Related Tools:	Figure 3 Stakeholder Group Strategy Communication Strategy

Transformation Vision Clarity

Purpose



Clarify and
Share the
Transformation
Vision

This tool assesses the vision clarity, and acceptance for an initiative. A clear vision is critical for any project. It should address the overarching goals of the initiative, and must be relevant and meaningful to all people being impacted. With a clear vision, it is possible to achieve a consistency of beliefs and actions among those responsible for implementing the change. It also fosters the creation of effective change communication for those affected by the change. Vision can also be referred to as “Commanders Intent.”

While short, succinct, slogan-style vision statements are popular, they rarely convey the deep, gut-level meaning that must be internalized, particularly in addressing strategic-level change.

The most effective statements tend to require several paragraphs to articulate true spirit and meaning that leads to relevance to all stakeholders. An example document posted on the BTKC in the Change Management page explains best practices and example strategic vision statements around Business Transformation.

When to Use

The Vision Clarity Assessment can be used:

- At strategic-level to assess level of sponsorship and consensus among leadership regarding the clarity of the vision of the change initiative.
- At tactical level to gauge understanding and buy-in of users and supervisors concerning their roles and expectations as the improvement project approaches realization.
- To assess how well stakeholders throughout the organization understand and buy in to a relevant compelling vision for their future in the organization.
- When assessing implementation risk in the organization to determine whether the risk may be due to lack of vision clarity.
- Anytime during implementation to test the integrity of the vision as implementation progresses.

Guidelines

Use iteratively throughout the life cycle of an initiative.

1. Prepare the vision document to be used as a reference. Remember to focus it according to the level (strategic or tactical) of change you are attempting to affect.
2. Assemble a team (change agents, stakeholders, and sponsors).
3. Review the vision.
4. Achieve consensus on the topics within the assessment. Either complete individually and discuss, or discuss each item as a group.
5. Discuss the implications of the responses.
6. Identify actions needed to clarify the vision for each stakeholder group, and include those actions in the communication plan as an overarching theme.

Use the questions in the following table to assess the level of vision clarity for the initiative.

Table 6 Vision Assessment

	Key Component	Question
1.	Necessity of Change	How does our vision of the change address why this change is necessary?
2.	Clear Communication	Does our vision clearly communicate the benefits of the change for all the people or units affected? What are these benefits?
3.	Understandable	Is our vision statement written in clear, understandable language for our stakeholders?
4.	Accessibility	How easy is it for an employee to acquire a written copy of our vision document or have questions answered about the vision? What steps are required?
5.	Flexibility	Do we revisit our vision and re-evaluate it whenever new circumstances arise? What is the process to do this?
6.	Alignment	Is our vision aligned with the overall strategic vision of the organization? Of the Army?
7.	Internal Consistency	Is our vision internally consistent, with a minimum of contradictions or conflicts?
8.	Proximity to Change	Do the people responsible for creating and maintaining the vision work closely with the people primarily affected by the change?
9.	Acceptance	Is our vision fully accepted among all stakeholders? How do we measure this acceptance?
10.	Widespread Communication	Have comprehensive efforts been made to communicate the vision throughout the organization? What are these?
11.	Knowledge	Does the vision articulate the specific knowledge that people must possess in the future state?
12.	Behaviors	How does the vision identify the specific behaviors that must be exhibited in the future state? What are those behaviors?
13.	Attitudes	How does the vision address the specific attitudes that are desired in the future state? What are those attitudes?
14.	Values	How does the vision identify the values we want people to hold in the future state? What are those values?
15.	Technical Goals	Does the vision specify the technological goals of the future state? What are those goals?

	Key Component	Question
16.	Process Changes	How does the vision provide a clear understanding of which processes will be affected? Which processes are those?

Vision Clarity Implications

Unclear Vision

Without a clear vision to work from, the answers to the questions above will indicate that there is confusion among people affected by the change - not only concerning the nature of the change, but why it is occurring and what is expected of them. These types of responses also mean that the change has not been fully thought through and aligned with the organizational needs in the future state. In order to reduce this risk, use this tool to identify areas of your vision that are incomplete and work with the sponsors and stakeholders to fully develop the missing areas.


Clear Vision

If a clear, articulate vision has been created, people are likely to respond to the questions above in a manner that indicates they are clear about the nature of the change and what is expected of them. Vision should not be taken for granted, however. It should be constantly revisited to make sure that it fits the evolving environment in which the change is being implemented.

Related Tools:	<p>Example Vision Statement, Examples, and Action steps; [Attach hyperlink here]</p> <p>Communication Strategy [Attach hyperlink here]</p>
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Engage Leadership at All Levels

Purpose



**Engage Leadership
At all levels**

Successful leaders demonstrate a number of identifiable and predictable attributes. Taken together, these provide a framework for clarifying roles and behaviors that drive change. The framework below provides a starting point for considering and discussing desired roles and behaviors that must be demonstrated throughout the organization if change will take root.

When to Use

These tools ideally are used at the outset of a project to engage project sponsors in a meaningful dialogue about their role. They can also be used throughout the effort to ensure that the leadership team has a clear understanding of their role in enabling change.

Leadership Alignment/Role Clarity

Use the following framework and guide in interviews to engage leaders in a discussion about their role in enabling change. Propose a combination of actions as described in the bottom half of the table to engagement leadership in these critical areas:

Leadership presence

Leadership communication

Leadership alignment

Table 7 Leader Alignment Interview Questions and Leadership Engagement Strategies

Role Clarity Area	Possible Questions to Explore
Purpose	Tell me about a leader you worked with who had a clear understanding of their purpose and how their role supported the vision of an organization. <ul style="list-style-type: none"> • How did they embody their purpose on a daily basis?
Expectations	Change Leaders maintain a shared understanding with organizational leadership and their teams regarding the expectations set for them. <ul style="list-style-type: none"> • What are you trying to accomplish? • What are your objectives and goals? • What do you think is expected of you?
Competence	Successful leaders recognize the knowledge, skills, and attributes required to succeed and identify strategies to build these competencies. <ul style="list-style-type: none"> • How will you do it?
Feedback	High performers receive accurate, timely, and specific feedback that identifies what behaviors they are doing right and those they need to change to improve. <ul style="list-style-type: none"> • How will you know how well you are doing?
Support	Successful leaders believe their efforts will result in success, and that they have the resources to get the job done. <ul style="list-style-type: none"> • Will you be provided the support and resources you need to succeed? • Do you have enough information, resources, and good subordinate leadership to support you?
Rewards	High performers believe their efforts will be recognized, valued, and rewarded. <ul style="list-style-type: none"> • What intangible rewards do you envision as a result of your efforts?
Actions to Build Leadership Engagement at All Levels	
Increase Leadership Presence	<ul style="list-style-type: none"> ❖ Leadership should be at the forefront of training. Supervisors and other managers/leaders should be the first to complete training for the transformation. They should be present at graduations, and course completions. ❖ They should take the lead in training, trying out/adapting the new technology, hosting conferences, chain-teaches, brown-bag sessions.
Increase Leadership Communication	<ul style="list-style-type: none"> ❖ All messages of awareness, expectations, standards, and celebration should originate and be delivered by leadership. Emphasize live communication (video's are a second choice) over memo's or posters.
Increase Leadership Alignment	<ul style="list-style-type: none"> ❖ Insure leaders are aligned and share a common compelling vision early on. Be prepared to educate or replace leaders who do not/will not. ❖ Senior leaders must set specific expectations, observable and measurable objectives and standards for subordinates, to guide their leadership and the rest of the organization towards a future state. And they must enforce them. ❖ Develop a documented vision statement in sufficient detail and staff through leadership to insure they have a common understanding and share a common view of the organization's future state. ❖ Prepare briefing packages and talking papers for leaders to insure common themes and messages are delivered.

Interview Guide: Senior Leadership Alignment Interview

Format: 3 Questions in a free-flowing dialogue environment; Responses captured via interviewer notes, attending scribe or tape recorder with interviewee permission.

Estimated duration: Not to exceed 45 minutes.

Location: Office of Interviewee

Interviewees: See attached roster

Background:

The most critical success factor in generating stakeholder/shareholder commitment to support a transformation is the demonstrated alignment and accountability of its leadership at all levels. Beginning at the senior levels, leadership should be comfortable in articulating a vision of their organization's future and sense of urgency that resonates with their workforce. Through the demonstrated behavior of leaders at all levels in setting aligned priorities and expectations, they can overcome organizational inertia, and generate an inexorable momentum.

The purpose of this interview is three-fold:

1. Capture responses from interviewees around three topics; their own vision and expectations, perceived challenges, and feedback on deployment effectiveness to- date. Those responses will drive further communications, and possibly improvements in the Business Transformation strategy.
2. Affirm to Executive leadership that senior leadership is aligned to it's own vision and expectations
3. Offer to senior leaders an opportunity to provide their own perspectives, suggestions, expectations, challenges, and feedback to Executive leadership.

Interviewer's Introductory Remarks: At this early stage of the Business Transformation, it's appropriate that we capture your perspective. I'd like to ask you three questions; first, regarding your own expectations of your organization, a vision in a sense, of your organization's future as Business Transformation takes hold. I'd also like to gain your perspective about the challenges your organization faces in this transformation, and finally, I'd appreciate learning from you any ideas on how we could be doing it better.

We plan to compile notes of our conversation along with those of other senior Army leaders, and use them to improve our communications support to you as well as the alignment of those messages. Additionally we'd like to use your feedback to improve the program's overall effectiveness in deploying Business Transformation. I'd be happy to share the compiled notes of this interview for your review.

I'll work to hold our conversation to 45 minutes or less. May we proceed?

Question 1: Given your understanding of the objectives, for the Army's Business Transformation, and in particular, the deployment of Lean Six Sigma. How would you describe your vision of Business Transformation as it would apply to your organization? What are your expectations?

Question2: What challenges do you see, that need to be overcome in order to successfully deploy and sustain a continuous improvement culture using Lean Six Sigma?

Question 3: The Business Transformation deployment currently focuses on Lean Six Sigma and Organizational Analysis & Design. In your opinion, how could the Executive Leadership be more effective in deploying the Army's Business Transformation initiative?

Stakeholder Involvement

Purpose



Stakeholder analysis is a powerful technique to ensure that the key players are engaged and contributing to the success of an initiative or a project. Identifying and segmenting stakeholders into groups according to how they will be impacted is the first action taken to manage change. The follow-on action is to engage groups to build a sense of ownership for the transformation's outcome.

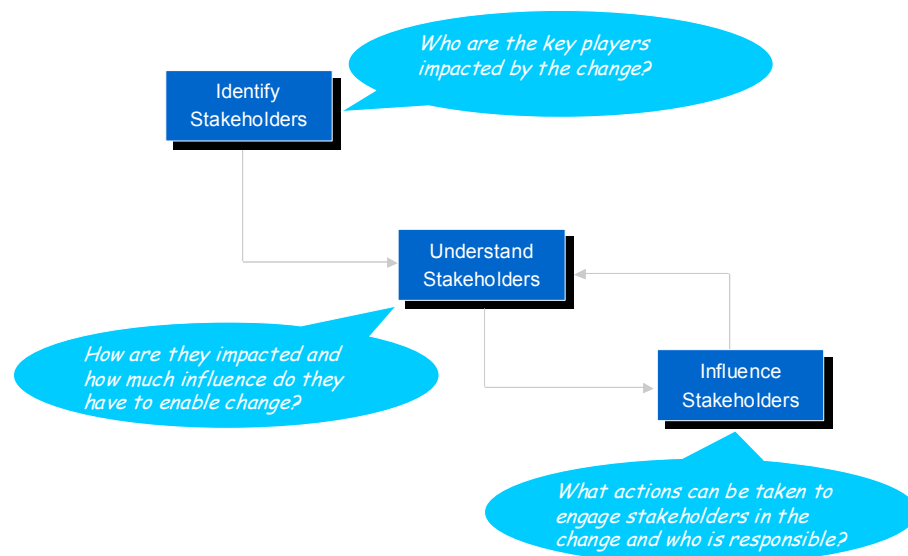


Figure 2 Stakeholder Analysis

Strategic Change requires more structured stakeholder analysis, which the following tools can provide. Tactical change, supporting the implementation of a business transformation project solution may be much simpler, enabling you to execute the process exemplified in these tools without adhering to their structure or formality. In other words you can take shortcuts, as long as you follow the thought process.

When to Use

The stakeholder analysis is particularly helpful and important at the outset of a project. It is an iterative process, and is revisited throughout a project to:

- Identify key players

- Understand how these players are impacted by the change and their level of influence to enable change
- Develop strategies and interventions to influence stakeholders

Guidelines

The following guidelines discuss options with regard to both process and content when completing a stakeholder analysis.

Step 1: With project team leaders or with sponsors, identify the stakeholder groups impacted by the project or initiative.

*Step 2: Through interviews, surveys, or observations, gather information to complete the stakeholder analysis template (Example at **Table 8 Stakeholder Group Assessment**) for each stakeholder group. Stakeholders are segmented into groups, based on how they are likely to be impacted, and what change management actions will be taken to support them. The example in Table 4 depicts an extremely detailed assessment with data gathered as result of an interview with a functional process leader. It should be customized to capture only data required. Many of the elements/factors may be irrelevant to the transformation effort, and need not be tracked. Other factors may be self-evident, requiring no formal assessment effort, only consensus among change leaders as to their impact.*

*Step 3: For each group, analyze areas of risk, and draft a two-page Stakeholder Group Strategy using the example in **Figure 3 Stakeholder Group Strategy**. This two-part PowerPoint deck enables you to summarize analysis from the stakeholder Group Assessment sheets, and then map out how you would use performance levers such as communication, leadership engagement, and training, to prepare this stakeholder group for the change they're about to make. Share a draft stakeholder analysis and strategy with the project team leaders, process leaders and sponsors.*

Table 8 Stakeholder Group Assessment

Stakeholder Analysis Template (EXAMPLE)

Major Process Area: Demand to Supply **Date of this interview:** _____

Source:

	<i>Description</i>	<i>Assessment data</i>
Background		
Specific Functional Area(Stakeholder Group) within the Process:	Groups identified by similarity in which they are impacted and how they will respond to this change.	Manufacturing Engineering Production Schedulers Central Planning Group Operations Management Team Hourly Workforce Clerical Groups Facilities Engineering Group Maintenance Salaried Organization Welding Engineering Group Quality Management Group
Date of assessment	Snapshot date this rev of the assessment was taken	6/5/05
Profiling completed by:	Who is being interviewed for this assessment (to be kept internal to project)?	John Doe
People components		
# of stakeholders in this group	Segment them further if initially a large group with potential of each “subgroup” to require unique communication, training, or other change management action (see example at right). If 10 or less, can list specific names)	Manufacturing Engineering (Smallsville.) - 30 Production Schedulers - 3 Central Planning Group(Smallsville) - 6 Operations Management Team - 9 Hourly Workforce – (Approx 200) Clerical Groups - 3 Facilities Engineering Group - 5 Maintenance Salaried Organization - 10 Welding Engineering Group – 15 Quality Organization - 20
Key sponsor/job title of the group	Executive or Management sponsor driving change (name)	Dave Doe
Change Leaders in the group	Historically, who are the key influencers of group perceptions (names)?	Manufacturing Engineering (Smallsville) – 30 Joe Black, Ken Blankenship Production Schedulers – 3 Central Planning Group(Smallsville) – 6 Henry Lee Operations Management Team - 9 Laura Doe Hourly Workforce – (Approx 200) Phil Donaho, Union Pres: Lance Malfoy

		<p>Clerical Groups – 3 John Dale</p> <p>Facilities Engineering Group – 5 Don Knotts</p> <p>Maintenance Salaried Organization – 10 Harrison Ford</p> <p>Welding Engineering Group – 15 Jim Bob Billing</p> <p>Quality Organization - Adolf Stolzfluss, Joe Smith</p>
History		
Major change this group has experienced in the last 12 months	What org or process changes has the group had to deal with (or are still dealing with) over the last 12 months?	<p>Major ramp up in hiring new people, recruiting hiring, training up</p> <p>Manufacturing Engineering (Smallsville) – 30 Just kicked off new Product line,, struggles and successes.</p> <p>Production Schedulers - 3</p> <p>Central Planning Group(Smallsville) - 6</p> <p>Operations Management Team - 9n hiring new people, recruiting hiring, training up</p> <p>Hourly Workforce – (Approx 200) n hiring new people, recruiting hiring, training up, New Labor contract just signed.</p> <p>Clerical Groups - 3</p> <p>Facilities Engineering Group - 5</p> <p>Maintenance Salaried Organization – 10 New labor contract just signed</p> <p>Welding Engineering Group - 15</p>
Performance of group	Informal assessment by person completing profile (Letter grade A through F)	<p>Manufacturing Engineering (Smallsville) – B+</p> <p>Production Schedulers - B</p> <p>Central Planning Group(Smallsville) – B+</p> <p>Operations Management Team - A</p> <p>Hourly Workforce – B</p> <p>Clerical Groups - B</p> <p>Facilities Engineering Group B+</p> <p>Maintenance Salaried Organization – B+</p> <p>Welding Engineering Group – B+</p>
Organizational perception of group performance	How is the group's performance viewed by their customers and executives (2 perception grades)? (A through F)	<p>Manufacturing Engineering (Smallsville.) – B</p> <p>Production Schedulers – B-</p> <p>Central Planning Group(Mt Vernon) – B+</p> <p>Operations Management Team - B</p> <p>Hourly Workforce – B</p> <p>Clerical Groups - B</p> <p>Facilities Engineering Group B+</p> <p>Maintenance Salaried Organization – B+</p> <p>Welding Engineering Group – B</p> <p>Quality Organization</p>
History of successful change	How successful has the group been over the last 3 years is implementing change (with details)?	<p>Manufacturing Engineering (Smallsville.) Major upgrade of manufacturing planning software – very successful. Recently implemented AutoTime, gone pretty well.</p> <p>Production Schedulers - --</p> <p>Central Planning Group(Smallsville) --</p> <p>Operations Management Team - --, lost experience, replaced</p>

		<p>and trained up people. Significant event.</p> <p>Hourly Workforce – (Approx 200) –Success responding to change in size by 100% over 4 years. 4 years ago, many retired at same time, lost experience, replaced and trained up people. Significant event.</p> <p>Clerical Groups – -</p> <p>Facilities Engineering Group - -</p> <p>Maintenance Salaried Organization - -</p> <p>Welding Engineering Group – Auto time successful</p> <p>Quality Organization - (Ask Joe Smith)</p>
Area characteristics		
Three key values with the user group	What are the three key personal characteristics that are most valued by the group? (Three characteristics is a goal; two may be sufficient)	<p>Manufacturing Engineering – Product ownership – Flexibility -</p> <p>Production Schedulers – Creativity - flexibility</p> <p>Central Planning Group – Forward thinking, organized.</p> <p>Operations Management Team - determination, success driven,</p> <p>Hourly Workforce – productivity – detail oriented</p> <p>Clerical Groups - Flexibility</p> <p>Facilities Engineering Group – Technical capability</p> <p>Maintenance Salaried Organization - Responsiveness</p> <p>Welding Engineering Group – Technical ability, responsiveness.</p> <p>Quality Management – Detail orientation – Compliance to requirements orientation</p>
Impact Level; Three key impacts system changes may have on this area* (examples below)	<p>High, Medium or Low? (See criteria)</p> <p>How will this transformation project impact this profiled area?</p>	<p>Manufacturing Engineering – High – Job responsibilities will expand. Tech Tools will change.</p> <p>Production Schedulers – Medium – Some difference in way they do work. Some work will be more automated .</p> <p>Central Planning Group – High – Tools will be different. Will all go from different platform to a common one.</p> <p>Operations Management Team - Low</p> <p>Hourly Workforce - Low</p> <p>Clerical Groups – Low – different data entry</p> <p>Facilities Engineering Group - Low</p> <p>Maintenance Salaried Organization – Medium – Tools will be different for purchasing, requisitioning, inventory management, more capability for manpower planning/resourcing.</p> <p>Welding Engineering Group – Low</p> <p>Quality Management Group - Medium</p>
“To-be” competency shifts.	Summarize the key changes required in behaviors, knowledge, skills, and attitudes	<p>Manufacturing Engineers will be more involved in more than just routings, to also Bill of Material aspect; Will have to think on a more expanded scale.</p> <p>Central Planning Group. Locked into a standard way of</p>

		doing things, no longer customized to their personal preference.
Business case impact on the group	Summarize the key ROI drivers impacting this area	<p>Manufacturing Engineering – Key to on-time, on budget product delivery. Single Database, better information, better decisions, more quickly, more accurately.</p> <p>Production Schedulers</p> <p>Central Planning Group;- Should reduce the time span required for planning, decision making. More responsive to “what if” scenarios, forecasting for them.</p> <p>Operations Management Team</p> <p>Hourly Workforce</p> <p>Clerical Groups</p> <p>Facilities Engineering Group</p> <p>Maintenance Salaried Organization – More effective, efficient planning for maintenance work, resulting in more equipment uptime.</p> <p>Welding Engineering Group</p> <p>Quality Management Group - Efficiency – data effectiveness for quality management decision making.</p>
How is the group’s performance measured today?	What are the operational metrics that are used to assess the group’s performance? (Top 3)?	<p>Manufacturing Engineering –Meeting Schedules, Financial performance – Continuous improvement</p> <p>Production Schedulers – Minimum idle time, resources and machinery.</p> <p>Central Planning Group;- Schedule performance.</p> <p>Operations Management Team – Financial commitment – quality shop performance</p> <p>Hourly Workforce – Productivity, utilization(hours charged to contract work), schedule adherence.</p> <p>Clerical Groups -</p> <p>Facilities Engineering Group</p> <p>Maintenance Salaried Organization – Responsiveness to fix things, minimize downtime. Utilization of manual labor -</p> <p>Welding Engineering Group</p> <p>Quality Management Group – Same as Ops Management Group.</p>
How will the group’s performance be measured after this change?	What new metrics may be used? Which current ones may no longer be relevant?	No anticipated changes here. No current solid metrics exist currently.. Potential/ Hope to identify measures of success.
Who are the main customers of this stakeholder group?	Internal and/or external	
Other projects/initiatives currently impacting this group	What are the other projects that are impacting (changing) the processes or work content, or taking up resource time and attention?	No conflicts currently projected, given that this will not happen until Phase II.

“WIIFM” – What’s in it for me?	Identify benefit(s) to the group of this project as they might perceive them?	<p>Manufacturing Engineering - None -</p> <p>Production Schedulers – Can get their information more quickly</p> <p>Central Planning Group – Don’t see any benefits</p> <p>Operations Management Team - Tool for better information for better decision making</p> <p>Hourly Workforce – none It will minimize disruption their routine</p> <p>Clerical Groups - none</p> <p>Facilities Engineering Group - none</p> <p>Maintenance Salaried Organization – better resource planning and scheduling, day to day made easier.</p> <p>Welding Engineering Group - none</p> <p>Quality Management Group – tool for better info for better decision making.</p>
Losses/Negatives	Identify what may be a loss to the group – real or perceived	<p>Manufacturing Engineering – Will be given more work to do. New tools to learn.</p> <p>Production Schedulers - none</p> <p>Central Planning Group - New tools to learn- Perceive less flexibility to do their work.</p> <p>Operations Management Team - none</p> <p>Hourly Workforce - none</p> <p>Clerical Groups – none-</p> <p>Facilities Engineering Group - none</p> <p>Maintenance Salaried Organization - none</p> <p>Welding Engineering Group- none</p> <p>Quality Management Group - none</p>
Communications		
Awareness of change and change impact within area	How much does the group know about the project and the change that will impact them? (Placement on the commitment curve)?	<p>Across the board, Salaried, very aware of the Project.</p> <p>Hourly workforce,, unknown.</p> <p>Nothing specific known about effects on their work function</p>
Communication Media	What methods are used, to communicate within this group, and to this group; With what level of effectiveness?	<ul style="list-style-type: none"> • Generally cascaded verbally through supervisor. • Monthly all-hands for salaried, • Quarterly Mag • Email capability for salaried • Access to website - • Manufacturing Engineering • Production Schedulers • Central Planning Group • Operations Management Team • Hourly Workforce • Clerical Groups • Facilities Engineering Group • Maintenance Salaried Organization

		<ul style="list-style-type: none"> • Welding Engineering Group • Quality Management Group
Area awareness of project leadership, timelines, goals	How much does the group currently understand about this project specifics?	All hands meetings are providing more detailed updates by their team.
Training		
Successful training model	Provide details around a successful training experience this area has had recently	<p>Manufacturing Engineering – Process Planning application, used a training manual, and instructor-led, with plenty of practical exercise.</p> <p>Production Schedulers.</p> <p>Central Planning Group</p> <p>Operations Management Team</p> <p>Hourly Workforce – Short 45-minute sessions at beginning or end of shift; New employees training manual, tabbed.</p> <p>PowerPoints.</p> <p>Clerical Groups</p> <p>Facilities Engineering Group</p> <p>Maintenance Salaried Organization</p> <p>Welding Engineering Group</p> <p>Quality Management Group</p>
Current skill levels	Describe current technical and software skills.	Some people in Maintenance Management organization may need to increase their confidence in windows navigation.
Effective Training Delivery Experience	Describe most effective methods for this group in gaining and sustaining new skills.	See above.

*Anticipated Changes -- Examples:

- new or eliminated tasks (i.e., automating a currently manual process)
- new ways of performing existing tasks, reports
- management processes, policies, or administrative procedures (e.g. authorization/approval, reports)
- access requirements, etc.
- new tools (hardware/software)
- Different measures of success- different performance standards

Impact levels:

- High – Significant impact; work process will change, driving changes in roles and responsibilities, formal training required., possibly some organizational changes.
- Medium – Work processes will not change, but new tools, technology drives requirement for different discipline and skill sets. Some formal training required.
- Low – No change to work, other than new tools and technology that would only require some on-the-job training or orientation.

Figure 3 Stakeholder Group Strategy

ACME Stakeholder Group Assessment Summary

Business Area	Stakeholder Group	Key Sponsor (s)
Demand to Supply	Manufacturing Engineering	Dave Doe
Business Area Overall Impact: <input checked="" type="checkbox"/> High <input type="checkbox"/> Med <input type="checkbox"/> Low	# of people <div style="border: 1px solid black; padding: 2px; width: 40px; margin: 0 auto;">30</div>	Key Influencer/Change Agent (s) <div style="border: 1px solid black; padding: 2px; width: 150px; margin: 0 auto;">Kenny Blankenship</div>

Key changes for this stakeholder group related to the Project

Job Responsibilities will probably expand, because of availability of additional data, and because of their capability to contribute information for use in other business processes. Currently, their information flow is centered on Routings. In future, they must also consider a Bill of Materials aspect. They will have to think on a more expanded scale. This change hints at a different type of competency requirement, possibly in knowledge or attitude. Currently, no performance metrics exist. Post implementation, may provide those. Performance expectations may change. Ramifications will be in the way training is delivered, and possibly how future performance is managed.

Gains (real and/or perceived)

In last 3 years, underwent major upgrade in planning software; may question the value of this software. They currently will not perceive any gains being made that would benefit their work. Benefits of *Project* will not be apparent in the functions of manufacturing engineering.

The gains not readily apparent to them will be ROI related: On-time, on-budget delivery, A single database, better information, better quality decisions, delivered more quickly.

Losses (real and/or perceived)

- Engineers may perceive that they are required to perform more work, with no benefit to them.
- There are no perceived conflicts with this implementation, given that it will not occur until phase II.

ACME Stakeholder Group Strategy

Stakeholder Group

ACME Manufacturing

Creation Date: 7/08/05

Last Revision Date:

Leadership Involvement Plans/Considerations:

- Will require assertive leadership involvement to overcome natural reluctance, even resistance.
- Regular, relentless communication and education
- Actively pursue feedback, and pass to appropriate agent for action. Follow up.
- Set clear performance expectations for success of *The Project*, to include:
 - participation in and completion of end user Training
 - Following new procedures/ new reporting
 - Orderly phase out of legacy procedures
- Set the example. Attend, or check up on training. Recognize early adapters, and those who participate implementation efforts.

Organizational Alignment Plans/Considerations:

- Currently no indications of requirement to realign organization structure.
- Anticipate opportunity after Phase II to extend span of control at unit manager level, possibly reduce number of section managers through attrition:

Communications Plans/Considerations:

- Will require communications delivered by leadership, face to face, as much as possible.
- Include easy access to feedback channels. Conduct “readiness snapshot” focus groups. Search out and respond to rumor.
- Relentlessly push themes of ROI, and larger corporate vision early
- Link those messages with group values of “Product Ownership, and Flexibility”
- Arrange for demo of prototype to assuage any fears.
- Include messages clarifying expectations for training
- Communicate news and information about successes elsewhere to build “peer pressure”
- Create and post FAQ’s

Training Plans/Considerations

- Instructor-led, plenty of practical exercise, strong coaching presence.
- Training considerations include active involvement by leadership, in communicating need for it, Monitoring attendance, and enforcing expectations.
- Include stakeholder groups participation in development thru their input and feedback.
- Maintain strong super user presence and support post-implementation.

Change Specific Communication

Purpose



A communication plan enables proactive planning to ensure that your stakeholders are getting and understanding the information they need to perform their roles throughout a change and into the desired state. It is based on a communication strategy which summarizes overarching themes and supporting messages, as well as delivery means, roles and responsibilities.

A method for gathering feedback is equally critical to effective change communication, and fulfills two purposes:

- Stakeholders must have easy-to-access channels for communicating horizontally and vertically, to share information, best practices, provide input, voice concerns, to be satisfied that their voice is heard.
- Change Leaders require a means to evaluate the effectiveness of their communication, answering the questions: Are we communicating sufficiently? Is our message getting across, and understood? Is it credible? Is support for change growing?

When to Use

A communication plan should be established at the outset of an effort after a stakeholder analysis is completed. (Note: there may be an immediate need to develop and deliver communications in the start-up phase and these should not be delayed in order to conduct a stakeholder analysis or to develop a communication plan. However, it is critical early on to develop a detailed communication plan as soon as possible to insure your communication effort is properly targeted with the right messages.) The stakeholder analysis will provide a great deal of information to jump-start your communication plan.

Feedback Mechanisms to fulfill the first purpose (above) should be deployed as early as possible to enable stakeholders early access to communicating upwards to change leaders. Tools for measuring communication effectiveness are deployed as more discrete actions at regular intervals, as stakeholders have reasonable opportunity to receive, and act on a number of communication efforts. An Initial Survey, focus group, or

individual interview, for assessing organization communication effectiveness will help identify strengths and risks in this area. As major events/ milestones in the transformation occur, it is valuable to solicit feedback regarding stakeholder understanding and support.

Guidelines

There are a variety of tools and templates to support communication planning, and feedback. There are two simple principles to keep in mind when communicating:

- a) Develop a plan
- b) Don't be afraid to over-communicate

It has been said that people need to hear something as many as 7 times before they internalize it.

Step 1: Review your stakeholder analysis to identify specific communication needs. Develop the communication strategy that will align overarching themes and use of different media with stakeholder needs and events/milestones in the transformation. Include anticipated opportunities for gathering feedback.

*Step 2: Begin drafting your tactical communication plan such as in **Table 9 Tactical Communication Plan**, considering communication needs that will occur within the project life-cycle.*

Step 3: From your stakeholder analysis, identify key reviewers of communications and who will be key communication senders. Engage these stakeholders in a discussion to validate the communication plan and to develop a streamlined review cycle.

Step 4: Execute the communication plan. If the proposed message will not influence behavior of a stakeholder, it should not be included in this plan.

Table 9 Tactical Communication Plan

Communication Plan Template

Message Description	Vehicle	Associated Event	Event Date	Audience/ Stakeholders	Purpose/Goal	Developer	Approvers	To be Delivered on:	Status	Feedback Method
BT Vision, Goals, and Objectives	BTKC News Item and AKO Announcement (Before & After)	Land War New Speech (Ft. Lauderdale)	22-Aug	Internal Army	Awareness	Bill Doe	Koe/Lee	Pre Speech: 19-Aug Post Speech: 23-Aug	Not Started	
The DD's receive one page of talking points directly focused on the strategy, goals, and objectives of LSS that they can leverage in the field.	LSS Talking Points for DD's	DD Mtg: Initial CMD/MBB Assessments/plans	24-Aug	Deployment Directors	Education	Bill Doe	Doe/Dale	24-Aug	Submitted Draft	
DUSA(BT) reiterates the BT goals in speech as featured speaker at national convention honoring four Army installations for excellence in Manufacturing.	BTKC News Item and AKO Announcement on 8/16	Shingo Prize Keynote Speech (Las Vegas)	8-Sep	Public (External)	Awareness	Local PAO?	OCPA/Doe	Pre Speech Announcement: 16-Aug Post Speech Announcement: 9-Sep	Pre-Speech: Complete	
Constituent installations are receiving awards for excellence in manufacturing, Leading the Army's Business Transformation efforts	DUSA BT Keynote Speech	Shingo Prize Keynote Speech (Las Vegas)	8-Sep	Congress	Awareness	OCPA OCLL	OCPA	8-Sep	Jane Doe to coordinate with OCLL?	
Certification levels documented: Significance to people, relationship to skill identifiers, links to training opportunities,Reminder of definition of each level.	AKO BT Homepage link to DUSA BT Site, Public	Army Lean Six Sigma Certification Criteria Established	10-Sep	Army at Large	Information	Bill Doe	Lee	11-Sep	Certification Criteria being approved	

Example Communication Effectiveness Survey

This document depicts example questions that might be posed to stakeholders as part of a survey, poll, or focus group to measure awareness, understanding, and level of commitment for a transformation, based on the communication they receive. The questions in this survey should be customized for the appropriate audience.

To the respondent: Please state your response to each question below by indicating(circling) the number which most closely matches your response to the statement.

- 1. I understand the sense of urgency surrounding the Army's decision to invest in this Business Transformation.**

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

- 2. I understand how the Army's Business Transformation might affect my Organization.**

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

- 3. In your own words (one paragraph of 50 words or less), explain how this transformation will affect your organization.**

- 4. I expect to receive some training and be closely involved in a project to improve a process sometime in the next six months.**

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

- 5. Please rate the effectiveness of the communication channels or media used in YOUR ORGANIZATION for providing news and information about Business Transformation?**

Communication Channel	Effectiveness				
LSS Deployment Newsletter	Not at all		Somewhat	Very effective	
	1	2	3	4	5

Army Knowledge Online Website	1	2	3	4	5
Army Home Page (Army.mil)	1	2	3	4	5
Army Business Transformation Knowledge Center (BTKC Website)	1	2	3	4	5
Email	1	2	3	4	5
Voice mail	1	2	3	4	5
Team meetings	1	2	3	4	5
“Town Hall”/ Monthly Meetings	1	2	3	4	5
Brown Bag Lunch Meetings	1	2	3	4	5
Status Reports	Not at all 1	2	Somewhat 3	Very effective 4	5
Surveys	1	2	3	4	5
Other channel (Describe here)	1	2	3	4	5

6. How would you rate the frequency that you receive news and information about the Army’s Business Transformation via the channels below?

Communication Channel	Frequency				
LSS Deployment Newsletter	Not at all 1	2	Weekly 3	4	Daily 5
Army Knowledge Online Website	1	2	3	4	5
Army Home Page (Army.mil)	1	2	3	4	5
Army Business Transformation Knowledge Center (BTKC Website)	1	2	3	4	5
Email	1	2	3	4	5
Voice mail	1	2	3	4	5
Team meetings	1	2	3	4	5
“Town Hall”/ Monthly Meetings	1	2	3	4	5
Brown Bag Lunch Meetings	1	2	3	4	5

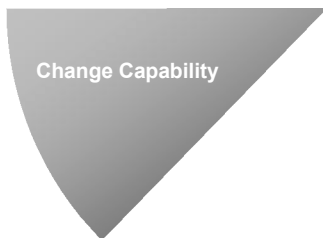
Status Reports	1	2	3	4	5
Surveys	1	2	3	4	5
Other channel (Describe here)	1	2	3	4	5

Below are a list of activities or events relating to Business Transformation. For each, please indicate your level of awareness of, or current/past involvement in these events in YOUR ORGANIZATION.

Activities or Events	Level of Awareness or Involvement				
	Not at all		Aware		I'm involved
Continuous Improvement Projects	1	2	3	4	5
Lean Six Sigma Awareness Training	1	2	3	4	5
Lean Six Sigma Belt Training	1	2	3	4	5
Other BT professional development opportunities (please describe here)	1	2	3	4	5
Other BT activity (please describe here)	1	2	3	4	5

Change Capability

Purpose



A **Change Capability Assessment** analyzes the organization's capability to overcome obstacles, to set the right priorities, and achieve needed momentum to make the transition. Just as important, it gauges the organization's capability to sustain the change and make it stick. In some ways it appears to overlap the success factors of "Enhance Performance and Organizational Alignment" and "Project Integration."

When to Use

The Change Capability Assessment should be considered prior to implementation. Assuming the dashboard has been used throughout the effort, the readiness assessment can serve as a final checkpoint as implementation nears. In many cases, the assessment can be made by observation, or by interview or survey of a select group of stakeholders.

Guidelines

Use iteratively throughout the life cycle of an initiative.

1. Assemble a team (change agents, stakeholders, and sponsors).
2. Have the team either complete individually and discuss, or discuss each item as a group.
3. Discuss the implications of the responses.
4. Identify actions needed to resolve issues raised.

Change Capability Assessment

Table 10 Change Capability Assessment

Indications of Change Capability	Possible Questions to Explore
Benchmarking	Are there any recent examples of the organization's adopting techniques, procedures, technology, learned from outside itself? In the course of leaders' conversations, are there references to other organizations, and their performance?
Lessons Learned	Does the organization conduct After Action Reviews? How are lessons-learned captured, documented, and disseminated to appropriate stakeholders?
Priority Setting, Silos	To what extent is there confusion or conflict among workers and managers as to priorities? How well does the organization operate in a matrix management environment? How effectively does the organization communicate horizontally, across functions?
Change History	What is the organization's history of transformation, and what kinds of stories do stakeholders tell about it (success stories or horror stories)?
Professional Development	What evidence indicates the value that leadership places on the training and professional development of its workforce? How has professional development reinforced past change?
Empowerment	To what extent are decision-making authority and responsibility pushed downward through the organization? How does leadership react to mistakes made?

Actions to Build Change Capability

- ❖ Assign some leaders to research other organizations who have successfully made the transformation your organization is undergoing. Make the contacts and collect their lessons learned.
- ❖ Revitalize a discipline of conducting after-action reviews after each task/project or post-meeting evaluations. Resolve to take action on observations (i.e. Make them lessons-learned.)
- ❖ Insure leadership is actively and closely engaged, particularly in setting and clarifying priority of work. Leaders set and enforce expectations to insure meetings and other collaborative events are adequately attended by ALL affected functions.
- ❖ Adopt an [Appreciative Inquiry](#) Approach to interviewing and problem-solving by identifying what an organization does well, and using that insight in identifying what it must do to be successful in this change.
- ❖ Invest in professional development and training to insure an adequate bench-strength of skills and competencies to sustain this transformation past the first generation of employees.
- ❖ Insure that leaders are pushing decision-making authority and accountability downward, along with sufficient guidance, vision, boundaries or scope.

Enhance Performance and Organization Alignment

Purpose



Often the changes caused by implementations resulting from strategic decisions require significant realignment of organizational behaviors, and even structure. There are many challenges around attempts to introduce changes that are radically different than the existing culture. Organization Performance Levers (OPL's) exist to some extent in each organization with potential to shape, reinforce, and sustain the desired behavior throughout the organization.

Aligning the key organizational performance levers increases the likelihood of successful implementation of major change. An early assessment of OPL's will indicate how effectively they can enable the change. The tool in Table 11 Assessing the Current Organization Performance Levers, can guide an assessment to identify strengths and weaknesses before activating these levers to address the other risks identified for each of the eight success factors.



Figure 4 Organization Performance Levers

When to Use

When a client makes a strategic decision that requires a major shift in the way management and/or employees operate. Generally, as processes change, the organizational structure, roles and responsibilities must also change.

Guidelines

- Identify current and future state desired behaviors, competencies
- Analyze gaps
- Assess performance levers for current effectiveness
- Configure/combine organizational performance levers to develop, reinforce and sustain the new behaviors
- Implement, evaluate and reiterate the cycle as necessary

Table 11 Assessing the Current Organization Performance Levers

Organizational Performance Lever	Possible Questions to explore
Education & Development	<ul style="list-style-type: none"> • To what degree do we possess the skills and core competencies needed to run our future processes? • What are the skills and core competencies needed to run our future state processes? • How well are we closing the identified gaps? • How will intellectual capital be shared and retained?
Performance Management, Compensation and Rewards	<ul style="list-style-type: none"> • How clear are the expectations and measures for individuals and teams? What are the expectations and measures for individuals and teams? • To what extent are people receiving performance feedback on an accurate and timely manner? • How will results-oriented performance feedback be provided in the future? • How well does the organization address the basic needs of people? • How do existing policies and procedures impact behavior? • How will the organization address the basic needs of people and differentiate motivators? • What will be the positive consequences of delivering desired performance?
Leadership Effectiveness	<ul style="list-style-type: none"> • What are the leadership characteristics and competencies needed to influence employee behaviors and create loyal followers? Are they present? • How well do the leaders model the core values of the firm? • To what extent are employees eager and willing to follow our leadership?
Communication	<ul style="list-style-type: none"> • How does formal information flow in, out, and around the organization? • How do informal communication systems impact performance? • What is the ideal process for people to communicate with each other to offer feedback, share knowledge, and build relationships?
Organizational Alignment and Structure	<ul style="list-style-type: none"> • How does the organization structure enable or act as a barrier in achieving desired results? • How does the organization structure enable people to perform

	<p>optimally?</p> <ul style="list-style-type: none">• How clear are the roles, responsibilities, and relationships around decision making, information flow and knowledge creation?• How will the right people be linked together with the right tools in order to make the right decisions at the right time at the appropriate level in the organization?• How can we harness the power and synergy of teams?
Staffing and Deployment	<ul style="list-style-type: none">• How well are the employees being utilized to implement the organizational processes?• How can we recruit and retain the best talent?• How will external service providers be utilized?